
LESSON 5

MARINE AIR-GROUND TASK FORCE INTELLIGENCE

The whole reason-for-being of all military intelligence personnel is to facilitate the accomplishment of the mission, and to save lives.

-- Lieutenant Colonel S. Chandler and
Colonel R. W. Robb
Front-line Intelligence

War is the domain of uncertainty. Three-fourths of the things upon which action in war is based are more or less hidden in a mist of uncertainty. A keen and penetrating intelligence is necessary to ascertain the truth.

-- Clausewitz
On War

Nam et ipsa scientia potestas est (Knowledge itself is power).

-- Francis Bacon
Religious Meditations

Introduction

Purpose

This lesson

- Introduces you to organic MAGTF intelligence assets and how they support the commander in their decision-making process
- Reviews the structure, capabilities, and limitations of MAGTF intelligence structure
- Leads to understanding the intelligence system architecture that facilitates the flow of information and intelligence from providers to users
- Provides a familiarization with the joint and national capabilities available to MAGTF

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Introduction, Continued

Why Study Intelligence?

Accurate, timely, and complete intelligence is a prerequisite for success in war. It allows you to avoid the enemies' strengths while exploiting their weaknesses. History holds countless examples of how this knowledge is essential to victory.

At Pearl Harbor on the quiet Sunday morning of December 7, 1941, America was devastated by an attack by Japanese carrier-based aircraft. Because of poor U.S. military intelligence, the Japanese attack came as a complete surprise. American fighters were destroyed on the ground, ships were unprotected by torpedo nets, and antiaircraft guns sat idle because there was no ammunition. How different our history would be if we would have known the attack was coming!

Battle of Midway

In the *Battle of Midway*, 7 months later, U.S. forces had far better intelligence. Radio intercepts and effective code-breaking allowed American intelligence personnel to read the Japanese message traffic. This time, the Americans knew that an attack was coming, from what direction, and what the Japanese force would consist of. The Americans even knew that a smaller and earlier Japanese attack in the Aleutian Islands was a diversion. This accurate and complete intelligence allowed the American force to defeat the vastly superior Japanese fleet at Midway.

Relationship to Other Instruction

This lesson serves as the foundation for understanding the general mission, organization, capabilities, and limitations of Marine Corps intelligence. The primary focus is on intelligence support for the MAGTF. You must realize that the classified nature of the capabilities and limitations of many theaters and national intelligence collection systems limit coverage of the topic by this forum. However, you should appreciate that "intelligence," as a standard battlespace function (BSF), must be understood and integrated into all MAGTF planning and decision making.

Study Time

This lesson, including the issues for consideration, will require about 5 hours of study.

Educational Objectives

Capabilities and Limitations	Understand the capabilities and limitations of organic MAGTF intelligence collection assets. [JPME 1(a)]
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Intelligence Structure	Understand the organization of the MAGTF intelligence structure. [JPME 1(e)]
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Commander's Role	Demonstrate an understanding of the commander's role in the unit's intelligence effort.
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Joint/ Multinational Intelligence	Recognize the joint/national intelligence available to the MAGTF. [JPME 2(a), 4(d), and 5(b)]
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Purpose and Principles of Intelligence	Understand the general purpose and principles of intelligence in planning joint and multinational operations. [JPME 2(a) and 4(d)]
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JPME Areas/ Objectives/Hours (accounting data)	1/a/.5 1/e/.5 2/a/1 4/d/1 5/b/.5
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Discussion

Definitions

Three different readings define **intelligence** as follows:

- Joint Pub 1-02, *DoD Dictionary of Military and Associated Terms*—information and knowledge about an adversary obtained through observation, investigation, analysis, or understanding.
 - MCWP 2-1, *Intel Ops*--knowledge of the battlespace and the threat forces in the battlespace generated in support of the commander's decision-making process.
 - *The Official Dictionary of Military Terms*, 2d. Ed.--the product resulting from the processing of information concerning foreign nations, hostile or potentially hostile forces or elements, or areas of actual or potential operations. The term is also applied to the activity which results in the product and to the organizations engaged in such activity.
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Objectives of Intelligence

The two objectives of intelligence are listed below:

1. Provides accurate, timely, and relevant knowledge about the enemy or potential enemy and the surrounding environment by
 - Reducing (not eliminating) uncertainty
 - v Identifying and evaluating existing conditions and capabilities
 - v Estimating possible enemy courses of action
 - v Evaluating and recommending appropriate friendly action
 - Generating accurate, timely, and relevant knowledge of the threat and environment
 - Placing information in context and presenting it in the form of coherent images to enable decision making
 2. Assists in protecting friendly forces through counterintelligence to
 - Deny threat forces critical information
 - Protect the force
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Discussion, Continued

Tasks of Intelligence

Intelligence tasks include

- Identifying and evaluating existing conditions and enemy capabilities
- Estimating possible enemy courses of action, providing insight into possible future actions
- Aiding in identifying friendly vulnerabilities the enemy may exploit
- Assisting in the development and evaluation of friendly courses of action based on the results of the first three tasks

Types of Intelligence Collection

The different types of intelligence collection are listed below:

- Imagery intelligence
- Signals intelligence
- Human resources intelligence
- Measurement and signature intelligence
- Open source intelligence

Information vs. Intelligence

Information is raw data from various sources that becomes intelligence after being evaluated for validity and reliability, synthesized with other evaluated information, analyzed, and produced into something that can be of use to the user. Information differs from intelligence because intelligence becomes knowledge that leads to decisionmaking. To understand the concept of intelligence and how to use it, you must know the following:

- Importance of intelligence
- Objectives of intelligence
- Intelligence as knowledge
- Intelligence as a process
- Differences intelligence makes
- Expectations of intelligence
- Use of intelligence in the information age

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Discussion, Continued

**Focus of
MAGTF
Intelligence**

MAGTF intelligence operations are conducted to provide intelligence in support of the decisionmaking process that will include you, the MAGTF commander; your subordinate commanders; and those of the smallest unit level. The primary focus of intelligence operations is the generation of tactical intelligence to support the planning and conduct of tactical operations. Intelligence that enhances the commander's understanding of the battlespace and the threat is also essential for operational-level decision making.

**Intelligence
Processing**

Useful intelligence is tailored to the specific requirements of the user and provided in time to affect the decision-making process. The MAGTF G/S-2, Intelligence Staff Section, must appropriately plan and manage the intelligence effort for this process to occur. Listed below are broad steps in the process:

- Information and intelligence is derived from organic, theater, and national assets, and collected at the MAGTF.
 - Compilation of information is processed, thoroughly analyzed, and produced into a useful product.
 - Since the sole value of intelligence is derived from its support of operations, the information is disseminated to you, your staff, and subordinated commanders in a timely manner for use.
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**Command and
Intelligence**

Intelligence is an inherent and essential responsibility of command. You must think of command and intelligence as you think of command and operations--they are inseparable. To ensure a timely and useful product, it is essential for you to have personal involvement in the conduct of intelligence activities by providing guidance, supervision, judgment, and authority.

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Discussion, Continued

Intelligence Requirements

Intelligence requirements are divided in two categories:

- Intelligence Requirement (IR): A requirement for intelligence to fill in a gap in the command's knowledge and understanding of the battlespace or enemy forces.
 - Priority Intelligence Requirement (PIR): An IR associated with a decision that will affect the overall success of the command's mission.
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Concepts

Lessons Learned About Intelligence from Operation Desert Storm

To gain from "lessons learned," it is important to understand the application of intelligence throughout Operations *Desert Shield* and *Desert Storm*. General H. Norman Schwarzkopf, U.S. Army, Commander in Chief, U.S. Central Command, 1991, asserted...*The great military victory we achieved in Desert Storm and the minimal losses sustained by U.S. and coalition forces can be directly attributed to the excellent intelligence we had on the Iraqis.*

Additionally, Major Peterson points out in his article, "Intelligence: Fix It or Forget It," *Marine Corps Gazette*, March 1992, pp. 212 to 214 (see the Required Readings), that some commanders expected intelligence preparation of the battlefield without knowing what it was. Furthermore, operations and intelligence officers did not intelligently "prepare" the battlefield.

USMC Intelligence Cycle

The USMC intelligence cycle includes the following six phases:

- **Planning and Direction:** This phase consists of identifying intelligence requirements and planning intelligence operations and activities to satisfy those requirements. It is the commander who directs this effort.
 - **Collection:** During this phase, organic, attached, and supporting intelligence sources collect and deliver information to the appropriate processing or production units.
 - **Processing and Exploitation:** This phase converts raw data into a form suitable for production and intelligence, which may include developing film, translating documents, or decoding radio traffic.
 - **Production:** This phase involves those actions necessary to process data into intelligence. It is a process of synthesis where all of the pieces of information are brought together to form a coherent image that will be useful to the commander.
 - **Dissemination:** The dissemination phase is the timely conveyance of intelligence in an appropriate form and by a suitable means to those who need it. The best intelligence is futile unless it reaches the hands of those who need it most.
 - **Utilization:** This phase is the actual use of the intelligence by the commander in his or her decision making. It is not a function of the intelligence, but of command and control.
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Concepts, Continued

MAGTF Intelligence Section's Functions

The MAGTF Intelligence Section

- Develops and implements the concept of MAGTF intelligence support
 - Maintains MAGTF PIRs and IRs that provide intelligence required to support a single decision
 - Prepares MAGTF collection plan
 - Employs organic and supporting collection assets
 - Operates all-source production center
 - Links MAGTF to national, theater, joint, and allied intelligence agencies
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Organic MAGTF Intelligence Support

The MAGTF Intelligence Section provides central direction for all intelligence operations while responding to the requirements of the entire force. MAGTF organic assets include

- Control section
- Force imagery interpretation unit (FIIU)
- Force reconnaissance
- Interrogator teams (IT)
- Counterintelligence (CI)
- Sensor control and management platoon (SCAMP)
- Unmanned aerial vehicle (UAV)
- Operations control and analysis center (OCAC)
- Topographic platoon (TOPO)

These intelligence units collectively report to the MAGTF All-source Fusion Center (MAFC) in the Combat Intelligence Center (CIC) with their activities coordinated through the Surveillance and Reconnaissance Center.

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Concepts, Continued

External Intelligence Support to the MAGTF

In addition to organic intelligence support, MAGTF relies on

- National/theater level analysis and production
 - Geographic intelligence
 - Target intelligence and target materials
 - Imagery collection and exploitation
 - Signal intelligence (SIGNIT) support
 - National/theater level command intelligence (CI) and human intelligence (HUMINT) collection
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Intelligence Requirements

Intelligence requirements include

- Staff requirements
 - Support for targeting
 - Higher headquarters intelligence taskings
 - Subordinate commanders PIRs
 - G-2 situation development
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Planning for Intelligence

Like anything else, intelligence collection and use requires good planning to be effective. The steps in planning for intelligence are listed below:

- Anticipate requirements and continuing intelligence needs
 - Determine capabilities required
 - Identify resources
 - Task/request collection assets
 - Design intelligence architecture
 - State C⁴, logistics, timed-phase force and deployment list (TPFDL), and manpower requirements
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Concepts, Continued

Attributes of Good Intelligence

Attributes of good intelligence include

- Objective
 - Thorough
 - Accurate
 - Timely
 - Usable
 - Relevant
 - Available
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Role of the Commander

Your role as the commander includes

- Focusing the intelligence effort
- Participating in the intel process
- Using intel in decision making
- Supporting the intel process
- Evaluating results

To do this, you must state

- What you want (intelligence required)
 - Why you want it (dependent decisions)
 - When you want it (last time information is of value, LTIOV)
 - How you want it (format and method of delivery)
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Staff Operations

The Operations and Intelligence staff sections must

- Work closely
- Exchange information freely
- Work towards the common goal of mission accomplishment

The G/S-2 must be able to

- Remain steadfast on their decision making
 - Maintain the support and encouragement of the commander and G/S-3
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Concepts, Continued

Commander's Support to the Intelligence Officer

To know how you can support the intelligence liaison officer, you must

- Understand what intelligence organizations are available for resources and the structure of the MAGTF organic intelligence.
 - Familiarize yourself with DoD intelligence organizations and other federal agencies outside of DoD.
 - Develop and train your intelligence staff to understand battle philosophy.
 - Develop confidence and change of attitude towards the intelligence officer through understanding the function of intelligence.
 - Learn the role and responsibility of the
 - Organic Intelligence Section
 - Unit Intelligence Office
 - Intelligence Section
 - MAGTF Intelligence Section and Units
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"Perfect Intelligence"

Although technology has advanced the methods of gathering intelligence information, the product is evaluated and decisions are still made by humans. Some problems or considerations concerning the use of technology are

- Intelligence cannot provide concrete information involving intentions or attitudes of commanders.
 - An over-reliance on technology makes the user more vulnerable to deception because there is a tendency to accept information vice intelligence as fact.
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Final Thoughts on the Use of Intelligence

Carefully consider the following:

- Other obstacles that can hinder intelligence
 - How these factors can be reduced
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Required Readings

Joint Pub Readings

- Joint Pub 3-0, *Doctrine for Joint Operations*, chapter 4, pp. IV-1 to IV-2, paragraph 1.b (Intelligence). Find this reading in the *Joint Pub Readings* Vol. I (8800), pp. 363 to 364. This reading discusses the commander's preparation of hostile theaters and the intelligence function in this role. It lists the considerations and actions a JFC must make before combat.
- Joint Pub 2-0, *Joint Doctrine for Intelligence Support to Operations*, chapter 3, "Intelligence Purposes," pp. III-1 to III-6 and chapter 4, "Joint Intelligence Principles," pp. IV-1 to IV-16. Find this reading in the *Joint Pub Readings* Vol. I (8800), pp. 275 to 296.
- Chapter III defines and details the purpose of intelligence; clarifies why it is the basis for operations; its use in peacetime, war, and other operations; and details intelligence support to the commander.
- In chapter IV, principles are offered as guidelines for developing intelligence and using them in determining, planning, and conducting joint warfare, as well as operations other than war (OOTWA).

MCDP 2, *Intelligence*

MCDP 2, *Intelligence*, Chapter 1, "The Nature of Intelligence," pp. 1 to 29. Chapter 1 attempts to develop a theory and practical philosophy for intelligence by increasing your understanding of intelligence. It frames intelligence as a process and clarifies differences between knowledge and information. The chapter culminates with a Gulf War case study of the Marines' use of intelligence.

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Required Readings, Continued

FMFM Readings

FMFM 3-21, *MAGTF Intelligence Operations*, chapter 6, "Intelligence Community," pp. 6-1 to 6-15 and chapter 7, "MAGTF Intelligence Organization," pp. 7-1 to 7-35. Find this reading in the *FMFM Readings* (8800), pp. 191 to 241.

- Chapter 6 outlines all U.S. intelligence agencies (CIA, DIA, NSA, etc.) and details their roles, responsibilities, and programs.
- Chapter 7 reviews MAGTF doctrine, the function of intelligence at various levels of war and the relationship among the G-2, G-3, and the SRIG. It shows the relationship between intelligence and the MAGTF, as well as discusses the overall integrated intelligence effort. It also details the commander's responsibility and personnel to whom he or she may delegate intelligence authority, stressing that the commander is continually responsible for intelligence operations and details his or her duties and responsibilities.

MCWP 2-1, MAGTF Intelligence Operations

MCWP 2-1, *MAGTF Intelligence Operations*, (final draft) 1 September 1996, pp. 4-3 to 4-10. This document focuses on the organic intelligence section and lists the tasks that the section and key players perform. It also outlines the different MAGTF intelligence units and their functions in the realm of intelligence.

The Marine Air- Ground Task Force (MAGTF) Readings

Peterson, Harries-Clichy, Jr. Major, USMC. "Intelligence: Fix It or Forget It." *Marine Corps Gazette*, March 1992, pp. 212 to 214. Find this reading in the *The Marine Air-Ground Task Force (MAGTF) Readings*, Annex C, pp. C-3 to C-5. This article highlights problems within the Marine intelligence community during Operations *Desert Shield* and *Desert Storm*. It points the arrow of responsibility towards the commander and recommends solutions to correct these problems.

For Further Study

Supplemental Reading

The reading listed is **not** required. It is provided as recommended source of additional information about topics in this lesson that may interest you. It will increase your knowledge and augment your understanding of this lesson.

Richelson, Jeffery T., *The US Intelligence Community*. Cambridge, Massachusetts: Ballinger Publishing Company, 1989.

Reference

The following reference is **not** required. This reference was used to address the topics presented in the lesson. It is included for your review as needed.

Joint Pub 2-01, *Joint Intelligence Support to Military Operations*.

Issues for Consideration

Information and Intelligence	What is the difference in information and intelligence, and does it really matter which is which?
Commander's Role	What is the commander's role in intelligence operations? Consider Major Peterson's article, "Intelligence: Fix It or Forget It," that was written following Operation <i>Desert Storm</i> . Is Marine Corps intelligence really "broken" and, if so, what can the commander do to help rectify the problems?
Support of the Intelligence Officer	What steps can a commander take to support the intelligence officer's efforts to get national and theater collection assets working in support of their Essential Elements of Information/PIR and get that information/intelligence disseminated for use?
Technology	Will there ever be "perfect intelligence"? Will technology lead us into a false sense of security?